



Arizona Department  
of Administration



**ASET**

Arizona Strategic Enterprise Technology

# Mass Casualty Shooting

Pima County Sheriff's Department

Case#: 110108078

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Saturday, January 8<sup>th</sup>, 2011 Congresswoman Gabrielle Giffords hosted a “Congress on your corner” event in the shopping center located at 7110 N. Oracle Road, Tucson, Arizona. That event started at 10:00 A.M. There were dozens of people present for the event, the surrounding shops were also full of activity.



These photos were taken at the Congress on your corner event shortly before the shooting.

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[Click for next slide](#)



At 10:10:54 A.M. the Pima County Sheriff's Department received the first 911 report of a shooting at the shopping center. Callers reported multiple gunshot victims including Congresswoman Gabrielle Giffords.





The report triggered immediate emergency response by Deputies assigned to the Pima County Sheriff's Department, Foothills Patrol District. The first Deputy arrived on scene less than 4 minutes after the 911 call was received.



# Timeline

**Town hall meeting  
begins in front of  
Safeway 7110 N.  
Oracle Rd.**

**PCSD 911 receives  
report of shooting.  
Call answered at  
10:10:54**

(2:41) audio clip of Manuel  
Hernandez 911 call.



**Shooting is  
dispatched.  
Dispatched at  
10:11:49**

(1:20) audio clip of radio  
frequency North 1 initial call  
dispatch.



**10:00**

**10:10**

**10:11**

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# Timeline

**Reacting to reports that the shooter fled on foot, Sgt. Leonardi orders responding units to deploy small unit tactics. In fact, the shooter did not flee the scene.**

**10:12**

**Deputy Audetat is first unit on scene. Takes suspect into custody.**  
**Arrived at 10:14:52**

(1:04) audio clip radio transmissions of first Deputies on scene.



**10:14**

**First Alarm Medical Dispatched by Tucson Fire Alarm: BC331 E330,E331, E377,RT330, EC331.**  
**10:14:47**




**10:14**

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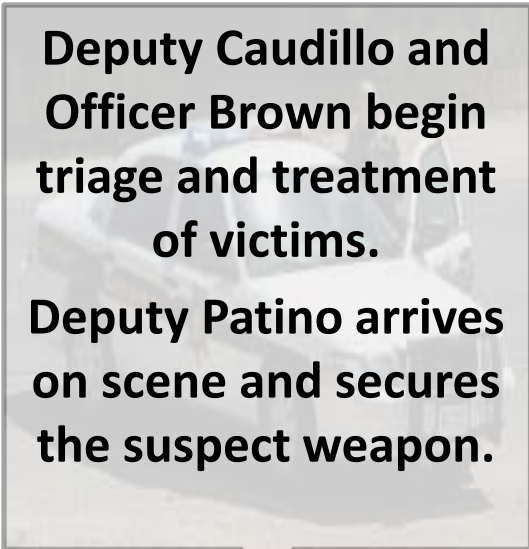


# Timeline

A faded background image of a deputy standing next to the open rear hatch of a white SUV, with various items inside.

**Deputy Caudillo  
arrives on scene.  
Requests all available  
medical units.**

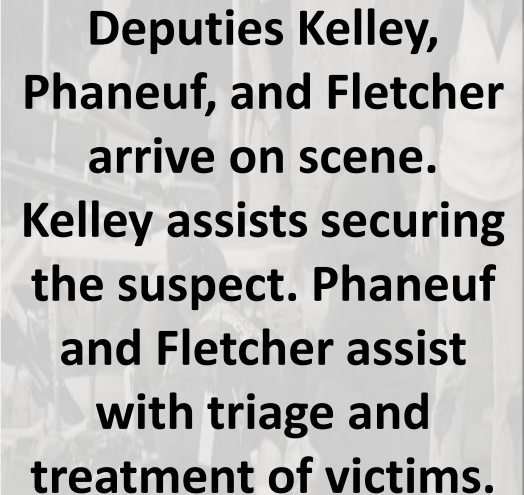
**10:16**

A faded background image showing medical personnel attending to victims on the ground.

**Deputy Caudillo and  
Officer Brown begin  
triage and treatment  
of victims.**

**Deputy Patino arrives  
on scene and secures  
the suspect weapon.**

**10:16**

A faded background image of several deputies standing around a suspect who is being secured.

**Deputies Kelley,  
Phaneuf, and Fletcher  
arrive on scene.  
Kelley assists securing  
the suspect. Phaneuf  
and Fletcher assist  
with triage and  
treatment of victims.**

**10:17**





# Timeline

**Deputies Inglett, Salmon, and Iago arrive on scene. Salmon and Inglett triage and treat victims. Iago secures an inner perimeter.**

**10:18**

**Sgt. Leonardi is the first PCSD Sgt. on scene. He directs on scene personnel and coordinates additional resources.**

**10:18**

**OVPD Sgt. Hammons directs OVPD Officers to clear the parking lot and surrounding businesses.**

**10:18**

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# Timeline

**Deputies Jacobs and Gilbert arrive on scene. Jacobs assists establishing a landing zone. Gilbert assists medical triage of victims.**

**10:19**

**First NWFD Units arrive on scene, staging, holding off until cleared to enter by law enforcement**

**10:19**

**Sgt. Leonardi announces, via radio, there are no outstanding suspects. Confirming the shooter is in custody.**

**10:20**

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# Timeline

**Fire/Medical units cleared to move in to begin triage and treatment of victims.**

**Command established.**

**10:22**

**Sgt. Leonardi requests Sheriff's Auxiliary Volunteers.**

**Medical units move in and begin triage and treatment of victims.**

**10:23**

**Sgt. Leonardi requests all available units to assist with the large crime scene and numerous victims.**

**10:24**

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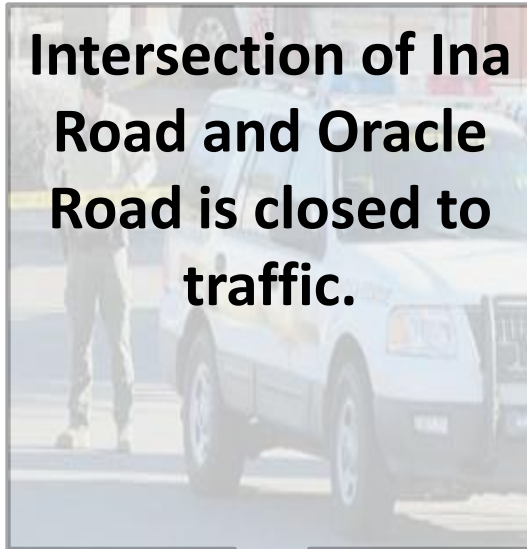
# Timeline

**2<sup>nd</sup> Alarm Medical Requested.**



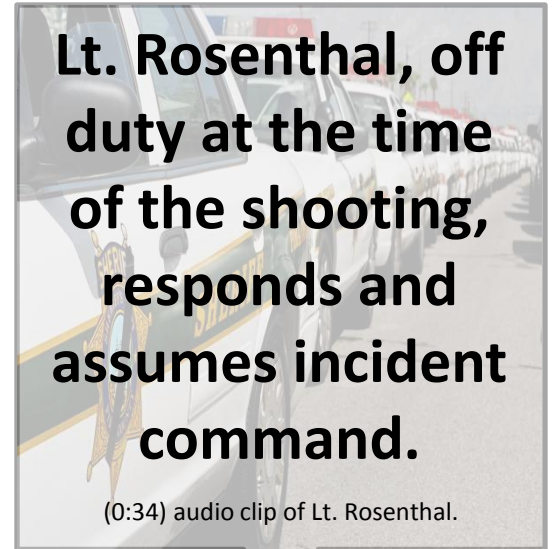
**10:26**

**Intersection of Ina Road and Oracle Road is closed to traffic.**



**10:30**

**Lt. Rosenthal, off duty at the time of the shooting, responds and assumes incident command.**



(0:34) audio clip of Lt. Rosenthal.



**10:34**





# On scene incident command



- Patrol car was the first command post. The car was used as a dry erase whiteboard along with a command board to manage activities and resources.
- North 1 radio frequency was secured for use by personnel working the shooting incident. Other activity in the Foothills Patrol District was moved to alternate frequency.
- Captain Gwaltney, Captain Duarte, Lieutenant Theel, Lieutenant Rosenthal and Sergeant Leonardi utilized the Incident Command System to manage the incident. Other supervisory personnel are assigned ICS roles as they arrive.

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# Law Enforcement ICS at the Scene

Incident  
Commander

Operations  
Chief

Hospital  
Command

Loughner  
Residence

Investigations

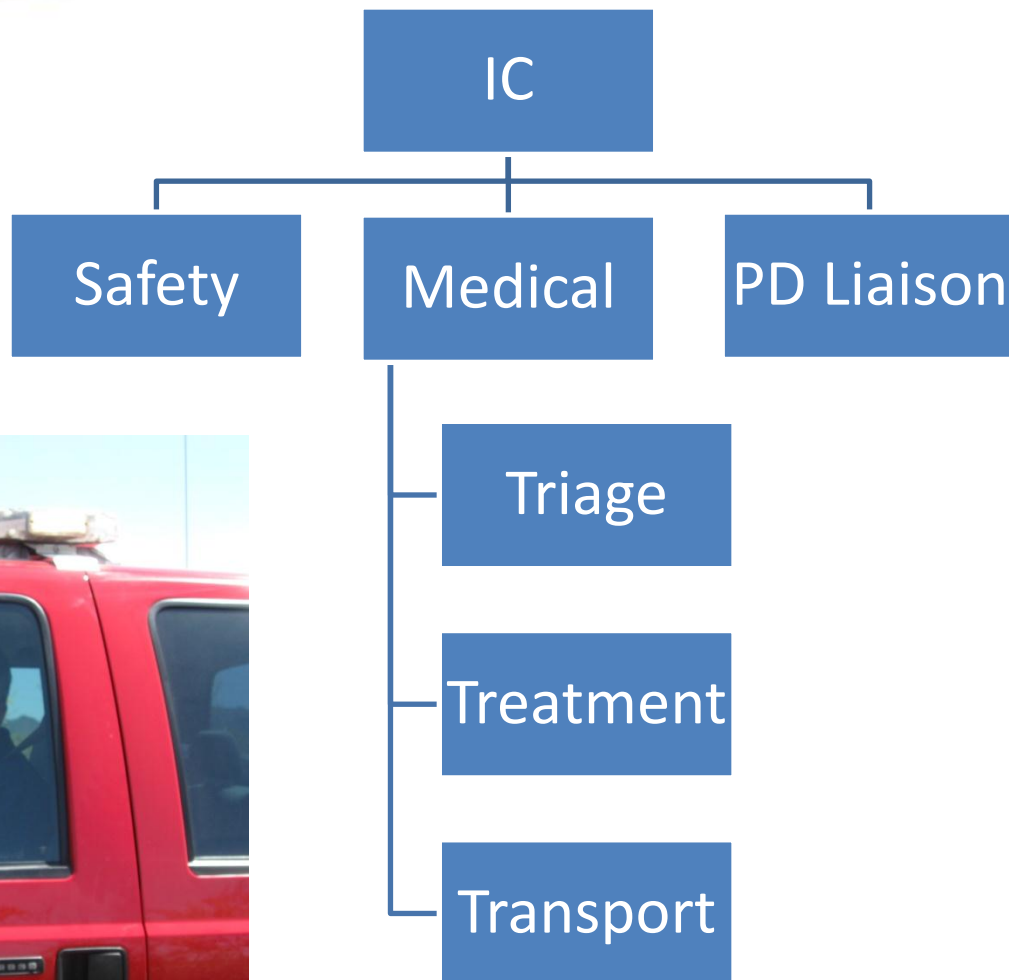
QRF

Traffic  
Control-DPS





# Simple Fire/EMS ICS Structure





# Transport Begins

Meds Comm  
established  
with local  
hospitals



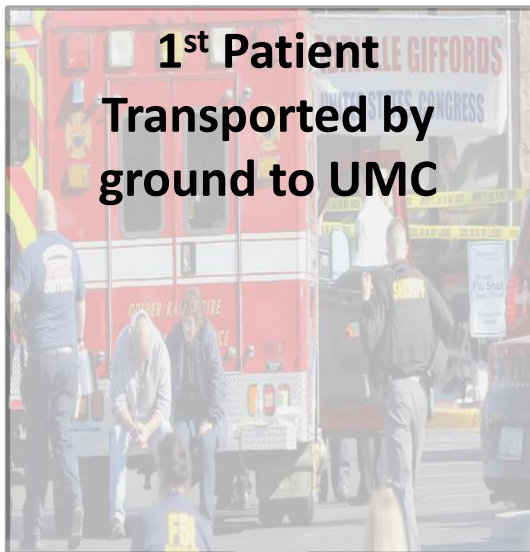
Loading of  
ground  
transport  
victims begins.  
Patients are  
moved from  
Treatment  
toward  
Transportation.

10:35





# Timeline



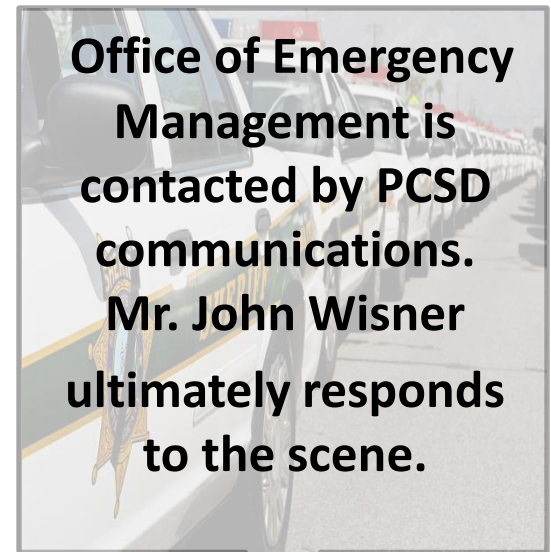
**1<sup>st</sup> Patient  
Transported by  
ground to UMC**

**10:41**



**First of three medical  
helicopters arrives on  
scene.**

**10:42**



**Office of Emergency  
Management is  
contacted by PCSD  
communications.  
Mr. John Wisner  
ultimately responds  
to the scene.**

**10:43**



# Timeline

**Patrol Division  
Commander, Captain  
Gwaltney, assumes  
Incident Command.**

(0:31) audio clip of Captain  
Gwaltney.



**10:46**

**Deputy Audetat and  
Deputy Farmer  
transport suspect to  
the Foothills District  
substation.**

**10:50**

**Foothills District  
Commander, Lt.  
Theel, arrives on  
scene.**

**Air transport of  
victims begins.**

**10:54**

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# Timeline

**Deputy Johnson establishes himself as the medical command liaison. Contact is made with local hospitals to gather victim information.**

**10:55**

**Lt. Rosenthal identifies the outer perimeter as set.**

**10:56**

**All "Immediate" patients transported. Deputy Audetat and Deputy Farmer arrive at the Foothills District station with the suspect.**

**10:58**

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# Timeline

**Lt. Theel requests an E.O.D. canine response to sweep the crime scene and surrounding area.**



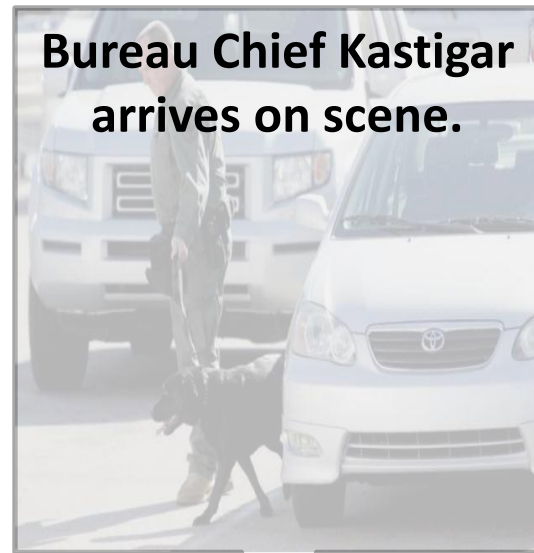
**11:00**

**All injured are transported from scene within thirty eight minutes.**



**11:01**

**Bureau Chief Kastigar arrives on scene.**



**11:06**





# Timeline

**PCSD Command Center arrives**



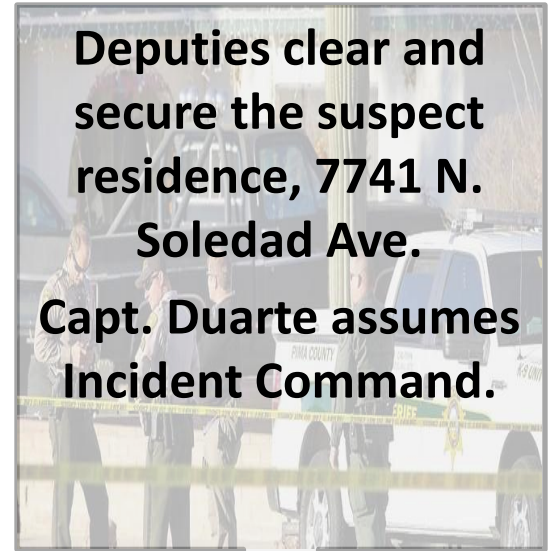
**11:56**

**All available Criminal Investigation Detectives are requested to the scene.**



**12:00**

**Deputies clear and secure the suspect residence, 7741 N. Soledad Ave.  
Capt. Duarte assumes Incident Command.**



**12:16**

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# Timeline

Based upon surveillance footage Lt. Theel broadcasts description of a possible second suspect. It is later learned that there was only one suspect.

12:42

Ina Rd. and Oracle Rd. are reopened.

16:56

All initial responders on outer perimeter are relieved.

22:06



Traffic

More...

Map

Satellite

Earth



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INA ROAD

Bank of America

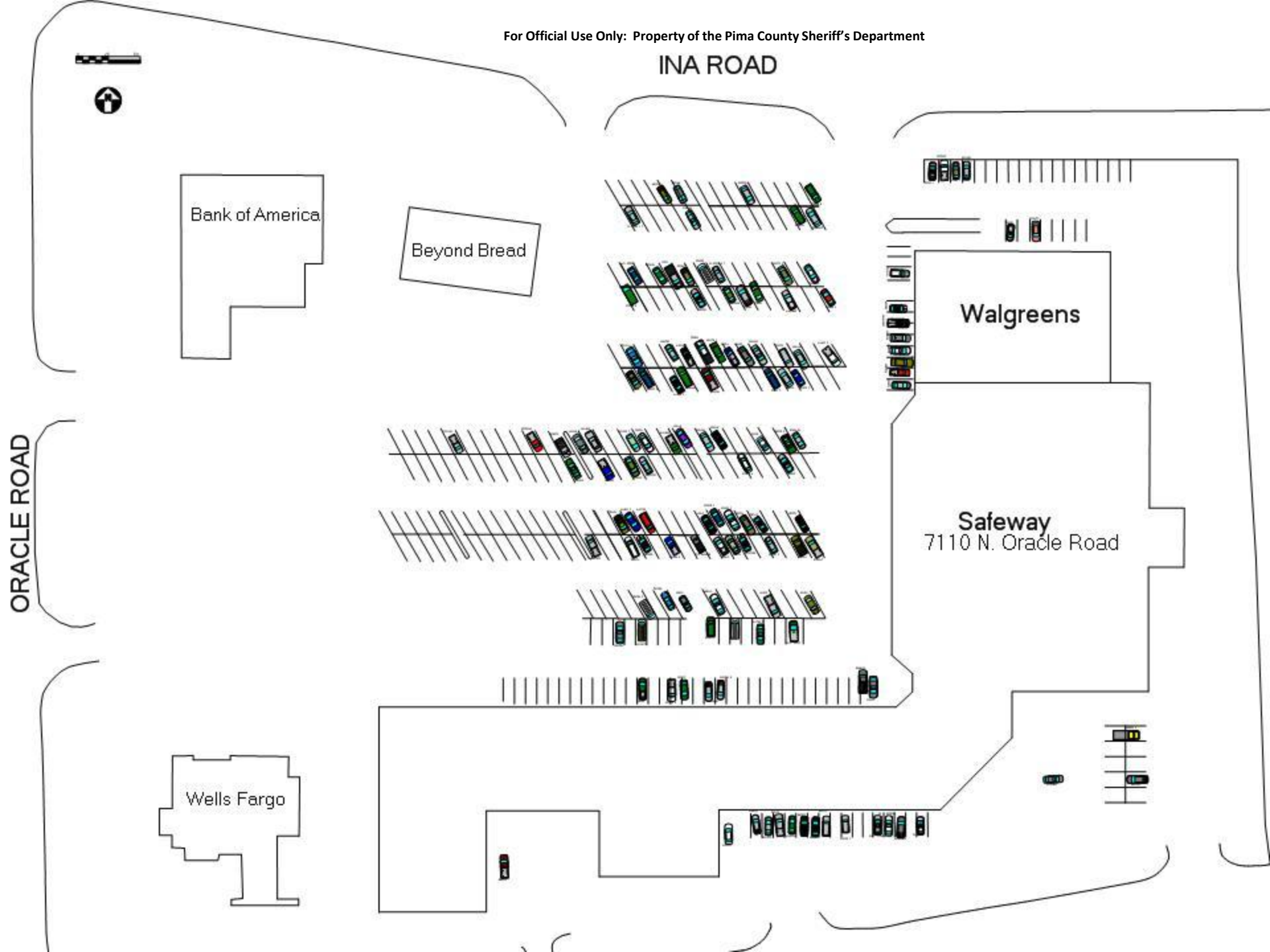
Beyond Bread

Walgreens

Safeway  
7110 N. Oracle Road

Wells Fargo

ORACLE ROAD





INA ROAD

Bank of America

Beyond Bread

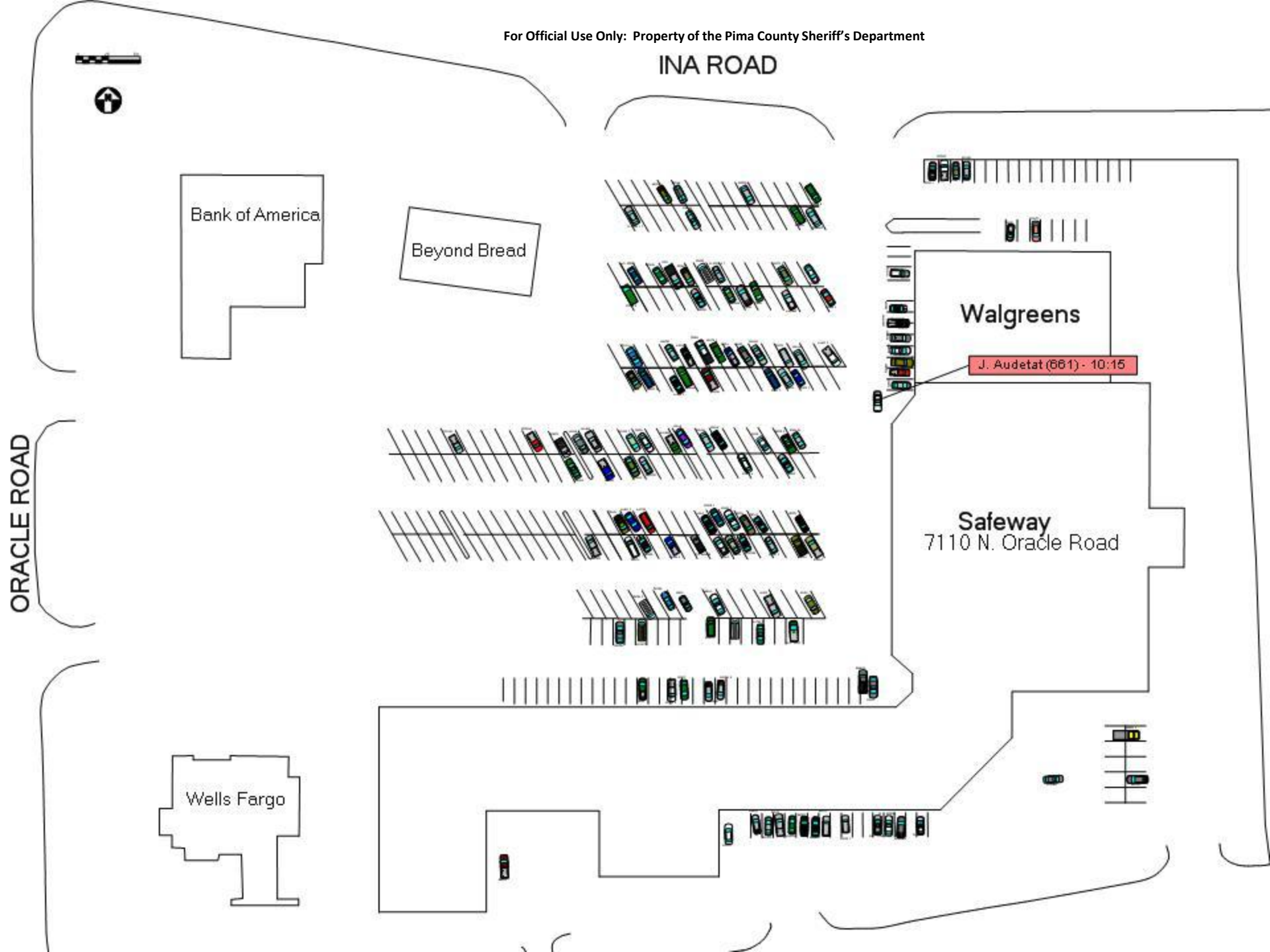
Walgreens

J. Audetat (661) - 10:15

Safeway  
7110 N. Oracle Road

Wells Fargo

ORACLE ROAD



INA ROAD

Bank of America

Beyond Bread

Walgreens

G. Patino (640) - 10:16

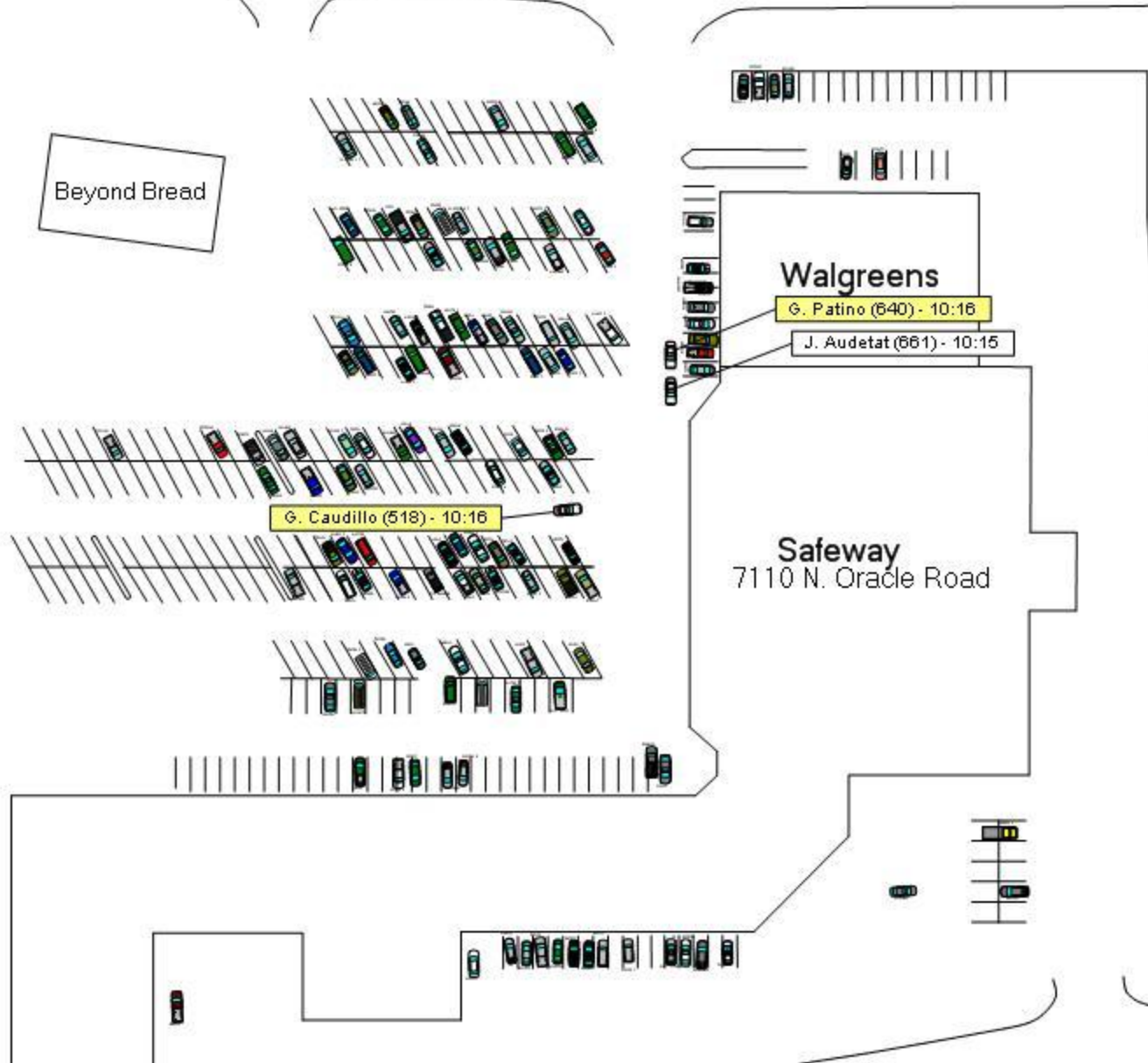
J. Audetat (661) - 10:15

Safeway  
7110 N. Oracle Road

G. Caudillo (518) - 10:16

Wells Fargo

ORACLE ROAD





INA ROAD

Bank of America

Beyond Bread

OVPD Sgt. S. Hammond-10:16

OVPD-T. Brown-10:16

Walgreens

G. Patino (640) - 10:16

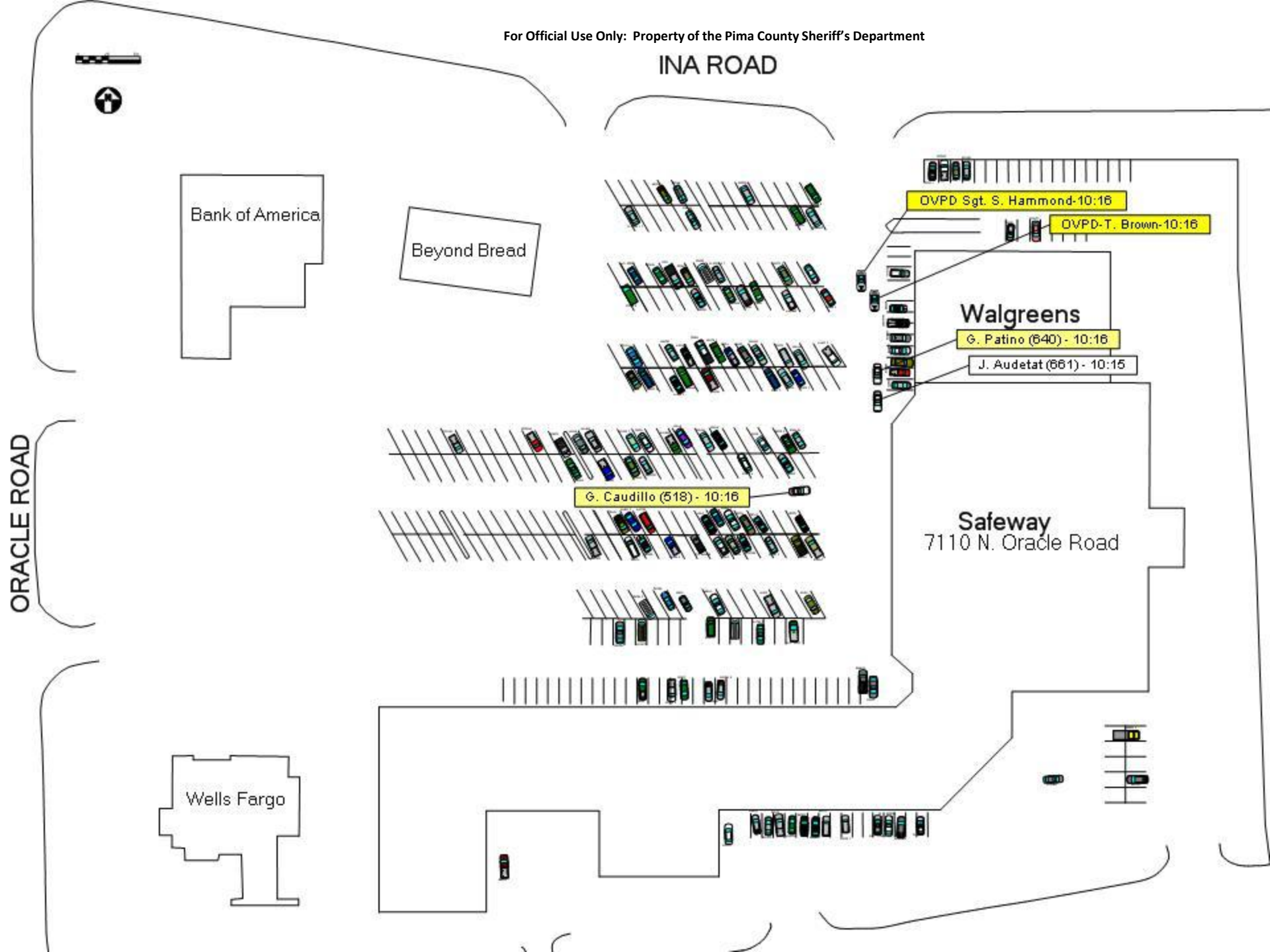
J. Audetat (661) - 10:15

G. Caudillo (518) - 10:16

Safeway  
7110 N. Oracle Road

Wells Fargo

ORACLE ROAD



INA ROAD

Bank of America

Beyond Bread

OVPD Sgt. S. Hammond-10:16

OVPD-T. Brown-10:16

M. Kelley (771) - 10:17

N. Phaneuf (515) - 10:17

**Walgreens**

A. Fletcher (F24)

G. Patino (640) - 10:16

J. Audetat (661) - 10:15

G. Caudillo (518) - 10:16

**Safeway**  
7110 N. Oracle Road

Wells Fargo

ORACLE ROAD



INA ROAD

Bank of America

Beyond Bread

OVPD Sgt. S. Hammond-10:16

OVPD-T. Brown-10:16

M. Kelley (771) - 10:17

N. Phaneuf (515) - 10:17

**Walgreens**

A. Fletcher (F24)

G. Patino (640) - 10:16

J. Audetat (661) - 10:15

R. Inglett (742) - 10:18

G. Caudillo (518) - 10:16

F. Iago (781) - 10:18

**Safeway**  
7110 N. Oracle Road

M. Salmon (687) - 10:18

P. Leonardi (S103) 10:18

Wells Fargo

ORACLE ROAD

INA ROAD

G. Jacobs (514) - 10:19

Bank of America

Beyond Bread

OVPD Sgt. S. Hammond-10:16

OVPD-T. Brown-10:16

M. Kelley (771) - 10:17

N. Phaneuf (515) - 10:17

**Walgreens**

A. Fletcher (F24)

G. Patino (640) - 10:16

J. Audetat (661) - 10:15

R. Inglett (742) - 10:18

G. Caudillo (518) - 10:16

F. Iago (781) - 10:18

M. Gilbert (669) - 10:19

**Safeway**  
7110 N. Oracle Road

M. Salmon (687) - 10:18

P. Leonardi (S103) 10:18

Wells Fargo

ORACLE ROAD



ORACLE ROAD

INA ROAD

G. Jacobs (514) - 10:19

J. Pollitt (506) - 10:20

Bank of America

Beyond Bread

OVPD Sgt. S. Hammond-10:16

OVPD-T. Brown-10:16

M. Kelley (771) - 10:17

N. Phaneuf (515) - 10:17

**Walgreens**

A. Fletcher (F24)

G. Patino (640) - 10:16

J. Audetat (661) - 10:15

R. Inglett (742) - 10:18

S. Hernandez (513) - 10:20

G. Caudillo (518) - 10:16

F. Iago (781) - 10:18

M. Gilbert (669) - 10:19

**Safeway**  
7110 N. Oracle Road

M. Salmon (687) - 10:18

P. Leonardi (S103) 10:18

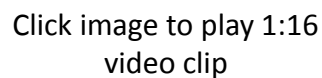
Wells Fargo

Beyond Bread

Walgreens

Safeway  
7110 N. Oracle Road





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## Pima County Sheriff's Department



## Actions taken by the first responders

The first nine units to arrive at the shooting scene were comprised of seven Pima County Sheriff's Deputies and two Oro Valley Police Department Officers. These first responders took the suspect into custody, secured the suspect's weapon, provided medical aid to the wounded and began securing the crime scene.





The Pima County Sheriff's Department issues individual first aid kits (IFAK) to all commissioned personnel. These kits contain materials designed to provide immediate treatment of traumatic life threatening injuries such as gunshots or stab wounds.

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# IFAK: Individual First Aid Kit

## Contents:

- Combat Gauze
- 2 Compression bandages
  - Chest seal
  - Tourniquet
- Medical shears



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# Aerial View



WALGREEN'S

3 2 3 1 3 0 2 9

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# SAFEWAY STORE

## 7110 N. Oracle Rd

\*Victim locations are approximate\*



### Legend:

Deceased Victim

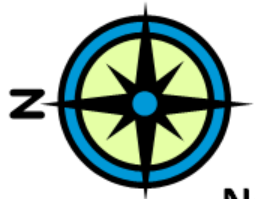
Shooting Victim

Non-Shooting Victim

1. John Roll
2. Ronald Barber
3. Dorris Tucker
4. Gabrielle Giffords
5. Gabriel Zimmerman
6. James Tucker
7. Pamela Simon
8. Sara Rajca
9. Alexander Viles
10. Roger Salzgeber
11. Faith Salzgeber

12. Patricia Maisch
13. Daniel Hernandez
14. Christina-Taylor Green
15. Susan Hileman
16. Phyllis Schneck
17. George Morris
18. Dorothy Morris
19. James Fuller
20. Kenneth Vardner
21. Mavanell Stoddard
22. Dorwan Stoddard

23. Mary Reed
24. Thomas McMahon
25. Emma McMahon
26. Owen McMahon
27. Carol Dorushka
28. Kenneth Dorushka
29. Randy Gardner
30. Sallie Badger
31. Bill D. Badger
32. Robert Gawlik



Not to Scale

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1/18/2011





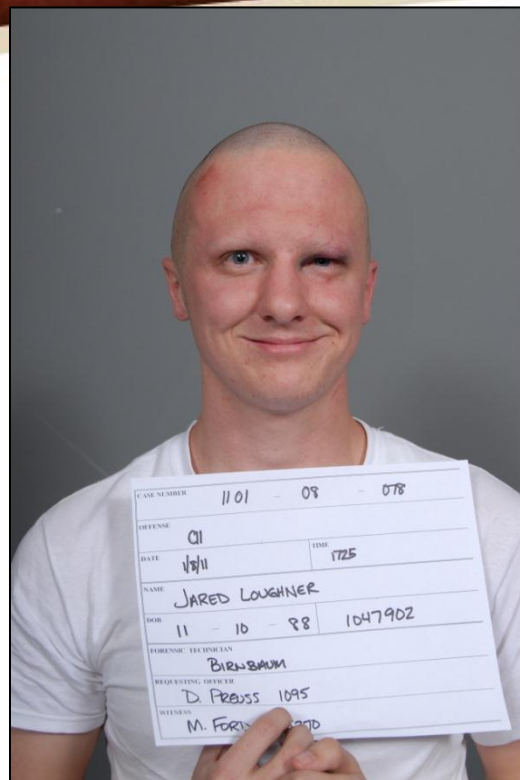
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# Suspect

## Jared Lee Loughner

### D.O.B. 09/10/1988



Witnesses tackled Jared Loughner and held him until Deputies arrived. Early in the investigation information indicated that there might be a second subject associated with Loughner. It was later learned that Loughner acted alone.

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# Suspects Home 7741 N. Soledad Avenue

- The suspect lived with his parents.
- Lt. John Stuckey led a Sheriff's Department team to secure the suspects home. Ultimately a search warrant was served at the residence.





# Media

- The media responded to the shooting scene en masse.
- Initially they were staged at the intersection of Ina Road and Oracle Road.
- A Joint Information Center (JIC) was later established at the Westward Look Resort, 245 E. Ina Road



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# Other L.E. Agency Responders

- Oro Valley Police Department: 2 Sergeants, 10 Officers providing first aid, scene security, and point control.
- Arizona Department of Public Safety: 3 Sergeants, 8 Officers initially assisted securing outer perimeter of parking lot then transitioned to point control on Oracle Road at Giaconda and Magee Road. And later secured a media staging area.
- Marana Police Department: Chief responded to scene, 4 patrol officers searched surrounding area for possible second suspect.

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# Responding Agencies



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# Lessons Learned



- Cell phones and social media made it difficult to control information
- The function of the Liaison Officer was initially overlooked and led to confusion at the scene
- Formalize the ICS early in the incident



## Best Practices



- The formation of a multi-agency JIC was critical to the success of the response
- Personnel remained focused on their immediate tasks- “stayed in their lanes”
- Multi-Agency planning, training, and networking was important to this event





# Lessons Learned Response Phase



- Clear up verbiage when advising EMS/Fire that it is safe for them to move in.
- Placement of Command Center should have been further away. It creates a gathering point too close to incident.
- A scribe or assistant is an invaluable asset to first responding supervisors.
- The transition from initial incident command post at patrol car to the mobile command center caused confusion for responding assets.
- PCSD telephone directory did not have accurate listing for mobile command center telephone numbers.

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# Lessons Learned Response Phase



- Witness staging location was very close to the crime scene. A mass transit bus could have been used to rapidly secure witnesses out of the elements and away from the media.
- PCSD camera used by first responders to capture photographic record of the crime scene was turned over to FBI instead of sharing photos via Digital Image Management System or surrendering just the memory card versus the entire camera.
- Initially the outer perimeter was opened to outbound traffic in an attempt to remove citizens that had not witnessed the incident. The outer perimeter had to be closed again in response to information about a second involved suspect.

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# Lessons Learned Response Phase



- Notice was not sent to PCSD commanders reference the incident. Most became aware of the incident via the media.
- No system available to activate or recall off duty Deputies for large scale incidents.
- PCSD Communications Unit was at minimum staffing at the time of the incident. Calling in supplemental staffing could have been beneficial handling barrage of phone calls related to the incident.

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# Lessons Learned Response Phase



- Pima County Regional SWAT Doctor, Dr. Kastre, was a valuable asset as a liaison at the trauma center receiving victims.
- Responding agencies did not have a designated point of contact with the department. They had no means of coordinating their response other than to show up at the crime scene command post.
- On scene briefing for responding agencies was successfully conducted as a large group. Smaller briefing for PCSD investigators would have been beneficial.

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# End Response Phase



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# Investigation Phase

- The initial request for Criminal Investigations Division Support included information that numerous people had been shot and several people were dead.
- This advisory provided some indication of the magnitude of the incident but did not convey the actual scale of the event.
- Criminal Investigations Division initial response included the Violent Crimes & Targeted Offender Section Commander and Homicide Unit Supervisor.

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# Flood of Information

- National news media reported the incident within minutes.
- After viewing news reports, people across the country called the Sheriff's Department to provide information.
- The resulting flood of information was relayed to investigators via: Sheriff's Department radio, Computer Aided Dispatch, witnesses at the scene, people arriving at the scene after the shooting, 88-CRIME telephone reports, internet reports, phone calls from around the country.
- This information was overwhelming.





# Growing Investigation

- The scope of the investigation grew to include the shooting location, four area hospitals, the suspect himself and the suspect's residence.







# Funeral Operations

- The week following the Shooting involved high profile dignitary visits, memorials and funeral activities for the victim's and their families.
- The Sheriff's Department provided security for the family homes, escorts for the deceased, and site security, including dignitary protection, for the funeral and memorial events.





# Impact of Official Visits & Memorial Services on the Department & Community

- FBI Director Mueller arrives in Tucson, required additional security from local law enforcement – Coordination with FBI Security
- Supreme Court Justices (O'Connor & Kennedy) visit – Coordination with U.S. Marshals Service Court Security
- Presidential Visit – Coordination with U.S. Secret Service
- Secretary Napolitano visit – Coordination with Secret Service
- U.S. Attorney General Holder visit – Coordination with FBI
- U.S. Senators Kyle & McCain visit – Coordination with U.S. Capitol Police
- Mass & Funeral for Judge Roll – Coordination with U.S. Marshals Service
- All of these events occurred within 4 days, requiring a robust ICS system and dedicated liaison officers to coordinate security, movement and visits.

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# Operations Center Amenities

- Commanders had access to local and national news broadcasts on multiple television monitors.
- Video from the event locations was sent back to the Operations Center in real time from the Department's Air Unit.
- Access to the County network and internet was available via hard wire and wifi.
- Radio communication station in the Operations Center provided communication with units in the field.
- Professional quality printers were available to create large scale maps.



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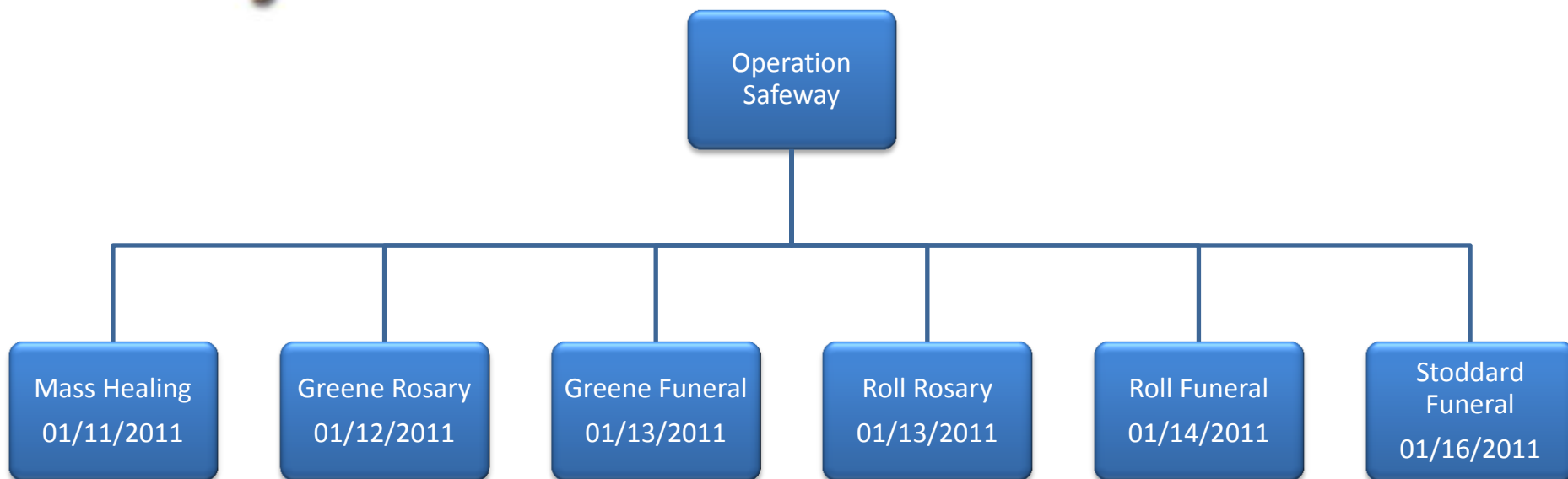
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# Funeral Operations



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# Presidential Visit

- The President of the United States came to Tucson during the week following the shooting.
- The President remained within city limits.
- The Tucson Police Department was the primary police agency providing support for the Presidential Detail.



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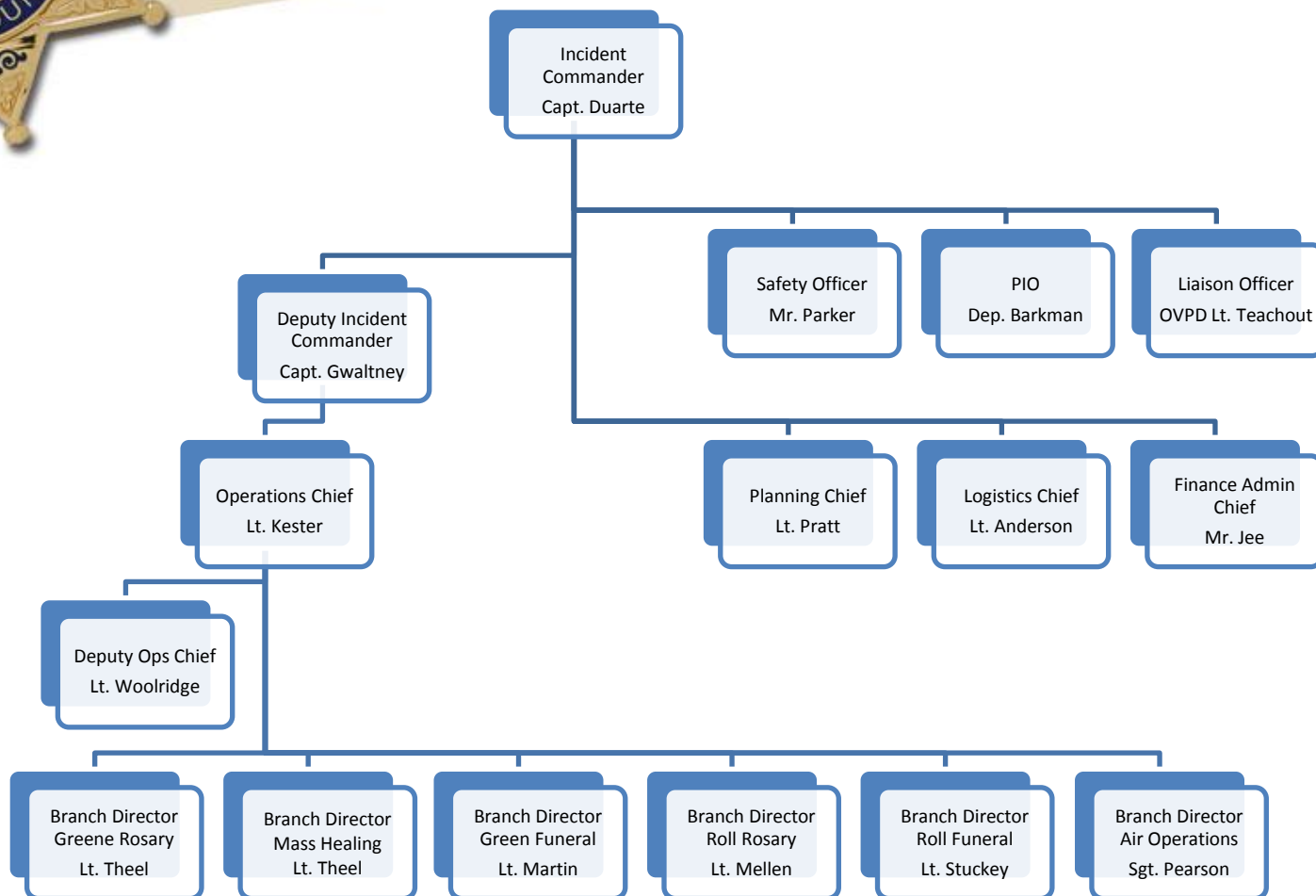
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# Incident Command System: Overall Operation



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# Protestors

- A group of religious fanatics threatened to protest at the funerals.
- Counter-protestor groups planned to block the efforts of the religious fanatics.
- The Hell's Angels outlaw motorcycle gang also planned to attend the funerals to block the efforts of the religious fanatics.



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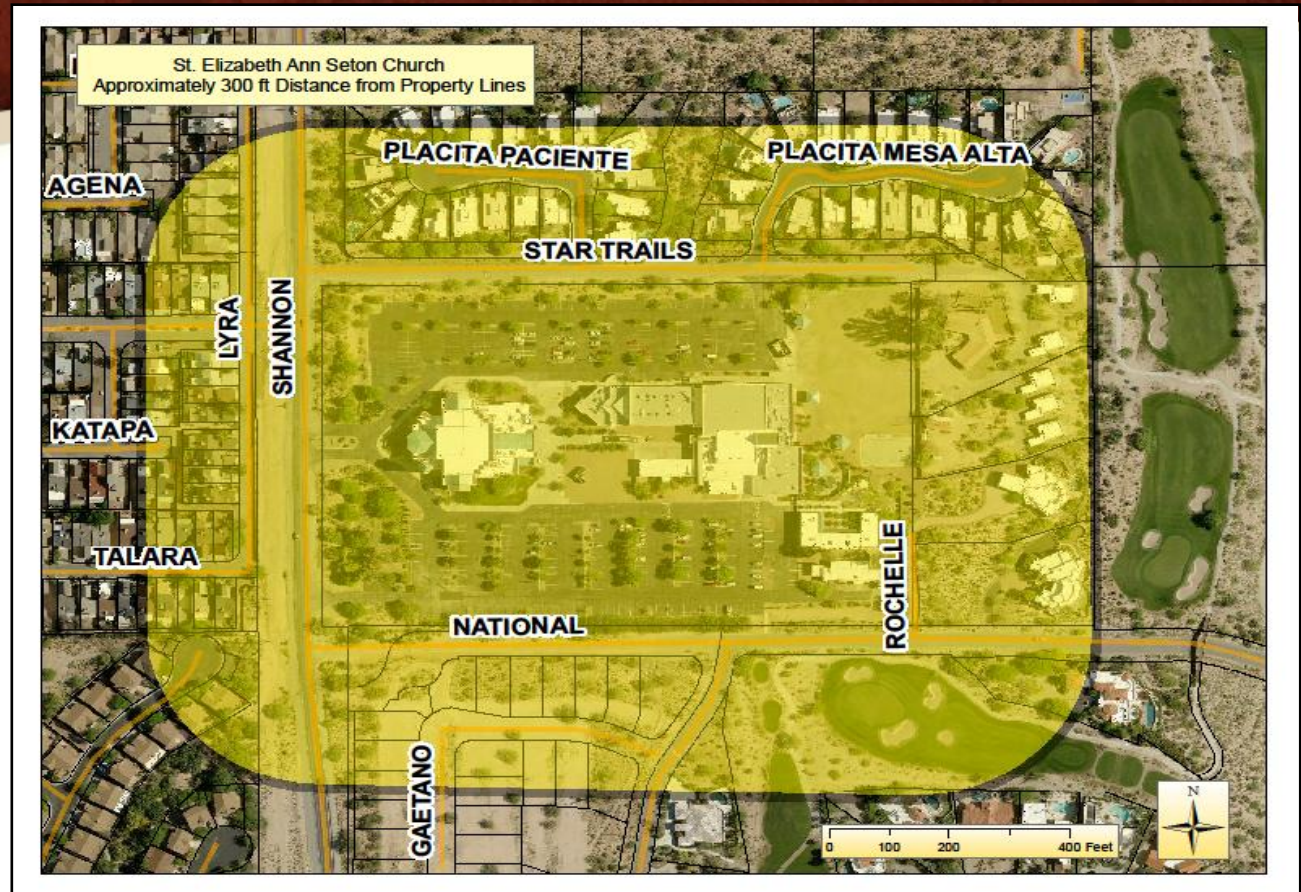


# Legislative action

- Arizona Governor, Jan Brewer, signed emergency legislation.
- The shooting occurred on Saturday the 8<sup>th</sup>, the new law took effect Tuesday the 11<sup>th</sup>.
- A.R.S. 13-2930 makes it illegal for any person or group to protest within 300 feet of a funeral within one hour before or after a funeral.



# Maps Showing 300 Foot Exclusion Zone



- The Sheriff's Department Operations Center printed maps with the 300 foot protestor exclusionary zone overlaid in yellow.
- The map was distributed to all law enforcement personnel working the funeral details.
- The maps provided clear representation of the areas protected by the newly enacted legislation.

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# Peaceful Gatherings

- Ultimately, after garnering media attention, the religious fanatics reneged on their threats to protest the funerals.
- Hundreds of counter-protestors showed up.
- Patched members of the motorcycle gang were observed in the vicinity of the funeral events.
- Demonstrations remained peaceful.



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# Why did the Response go Well?



- Responders focused on tasks and did not get caught up in the big picture. When done, requested new tasks or jumped in to help others.
- Recognized the enormity of the situation early and requested proper resources.
- Relationships between Fire, Law Enforcement and Medical Community:
  - Years of Coordinated Responses
  - Fire trained with many of the Deputies
  - Maintenance of Relationships





# Framework



## Pre-incident factors

- Relationships
- Resources
- Training



## Framework (Continued)



### Incident

- Training
- Systems
- Decision-making
- Public Information





# Framework (Continued)



## Post-Incident

- Organizational response/adaptation
- Support/Recovery
- Public Information



# UASI Umbrella



- The overall success of this event can be traced to the UASI program in Tucson/Pima County
- Equipment & training was acquired that otherwise would not be available
- Relationships, built through the UASI process, resulted in a positive outcome to this event





# Lives Taken



- Phyllis Schneck, 79
- Dorwan Stoddard, 76
- Dorothy Morris, 76
- Judge John Roll, 63
- Gabriel Zimmerman, 30
- Christina Green, 9

